



2005 ANNUAL REPORT

MORRIS K. UDALL
FOUNDATION

THE MORRIS K. UDALL FOUNDATION



Morris K. Udall

The U.S. Congress established the Morris K. Udall Scholarship and Excellence in National Environmental Policy Foundation in 1992 to honor Morris K. Udall's 30 years of service in the House of Representatives.

Morris Udall's career was distinguished by civility, integrity, consensus, and a commitment to the preservation of the nation's natural environment. Consistent with these values, the Udall Foundation is committed to educating a new generation of Americans to preserve and protect their national heritage through studies in the environment and Native American health and tribal public policy. The Udall Foundation

also is committed to promoting the principles and practices of environmental conflict resolution.

Programs of the Udall Foundation include the following:

- Annual scholarships and fellowships to outstanding students who intend to pursue careers related to the environment.
- Annual scholarships and internships to outstanding Native American and Alaska Native college students who intend to pursue careers in health care and tribal public policy.
- Parks in Focus, which takes young people into national and state parks to expose them to the grandeur of the nation's natural resources and instill a sustainable appreciation for the environment.
- An annual conference or discussion of contemporary environmental or Native American issues.
- A program for environmental policy research and environmental conflict resolution at the University of Arizona's Udall Center for Studies in Public Policy.
- The U.S. Institute for Environmental Conflict Resolution, which provides mediation and other services to assist in resolving federal environmental conflicts.

- The Native Nations Institute for Leadership, Management, and Policy (NNI), which focuses on leadership education for tribal leaders and on policy research. The Udall Foundation and the University of Arizona cofounded NNI, building on the research programs of the Harvard Project on American Indian Economic Development.

The Udall Foundation's educational activities are supported by the interest accrued in a federal trust fund and by contributions from the private sector. Annual appropriations and revenues from fees for services support the U.S. Institute for Environmental Conflict Resolution. The Udall Foundation is an independent executive branch agency. Congress has authorized the Udall Foundation to provide a portion of its education funds to support NNI.

The President of the United States appoints the Udall Foundation's board of trustees with the advice and consent of the U.S. Senate.



2005 ANNUAL REPORT

*Politics and issues come and go, but in the end, we'll all
be remembered for the way we treated other people.*

– Morris K. Udall

Photo credit: Anonymous; The University of Arizona Library,
Special Collections, Morris K. Udall Papers, MS 325



Morris K. Udall Foundation

CIVILITY, INTEGRITY, CONSENSUS



Terrence L. Bracy

LOOKING AHEAD

The pages that follow are a joyful reminder of another year of achievement at the Udall Foundation. The education and mediation programs are among the best in the nation, and the staff that manages them can only be described as exceptional. Apparently, Congress agrees, because amidst the toughest budget decisions in a decade—when many deserving federal programs were cut or dissolved—the work of this Foundation was rewarded with a substantial and needed increase. Thank you, Congress!

Our job now is to look ahead.

We begin with a carefully considered five-year strategic plan that has been drafted by the staff and will be fully vetted by the board in April 2006. This plan appropriately addresses the refinement of existing programs and their expansion through creative management and marketing. Better financing of our scholarship programs heads the list as tuition rapidly rises while the size and number of our grants out of necessity remain static; a

permanent base of funding for the Native Nations Institute for Leadership, Management, and Policy (NNI) is needed to replace the yearly perils of the appropriations process for a program that makes significant contributions to Indian country; and the services of our mediation team at the U.S. Institute for Environmental Conflict Resolution must be expanded to meet ever-growing demands on a program that Senator McCain convinced Congress to create and send our way.

But there are for us even larger challenges ahead if we are to contribute—as surely Mo Udall would have—to the multiplying list of concerns on the national agenda. Let me name four.

1. **Environmental Science and Technology.** In an era of \$3 per gallon gasoline, global warming, and declining innovation in the U.S. transportation sector, invention in the environmental sciences has become the equivalent of economic survival. Increasingly, we have noted a science and engineering bent among Udall Scholars, and in the years immediately ahead, we should consider redoubling our efforts to reward this area of study.
2. **Government Service.** There is under way a silent migration of supreme importance in the federal government. It is called retirement: a whole generation of policy experts, program managers, and scientists specializing in the environment are leaving government. This intellectual capital must be replaced, and our Foundation can join with others to make a difference.

3. **Ethics.** Nothing was more important to Mo Udall than honesty in public service. Were he alive today, I fear he would view the current scene in Washington, DC, as something worse than the periodic wave of scandals that touch both parties.

4. **Native American Economic Development and Health Care.** Hundreds of indigenous nations in this country continue to be burdened by long-term poverty and powerlessness. The only way they can overcome these deep-seated problems will be to rebuild societies and economies that work. The first step will be development of capable and culturally appropriate governments. They can be successful in that only if the United States as a whole makes an investment in these tribes—not through the failed programs of the past but by supporting the tribes themselves as they develop their leadership, decision making and management, and governance structures.

During his nearly three decades in Congress, Mo Udall's focus was never on incumbency itself, but rather the opportunity that each election brought him to do more for America. Even in his later years, as he struggled with the demon of Parkinson's disease, he never ceased to innovate. In that spirit, even as the Udall Foundation celebrates ten years of programmatic achievement, the board and staff are looking ahead to new ideas and programs that will confront America's emerging problems and contribute to her success.



1995 – A LANDMARK YEAR

1995 was a violent year. For ten months, the O.J. Simpson trial consumed untold hours of broadcast time and thousands of column inches. Timothy McVeigh blew up the Murrah Federal Building in Oklahoma City. Israeli Prime Minister Yitzak Rabin was murdered by an Israeli extremist at a peace rally.

On the lighter side, *Time Magazine* named Newt Gingrich Person of the Year in 1995. In the world of sports, the San Francisco 49ers won the Super Bowl, the Atlanta Braves took the World Series, Ben Crenshaw became the Masters champion, and the Houston Rockets were the NBA champs. *Braveheart* won the Oscar for Best Picture, Susan Sarandon was Best Actress (*Dead Man Walking*), and Nicolas Cage, Best Actor (*Leaving Las Vegas*).

From our point of view, though, the most meaningful event of the year took place in May 1995 in Tucson, Arizona, as the Morris K. Udall Foundation opened its doors for business.

The Udall Foundation began with a staff of two, this writer and Administrative Assistant Susan Parrott, in two offices in the University of Arizona's Udall Center for Studies in Public Policy, just a block off campus. Current Chief Operating Officer and General Counsel Ellen Wheeler was then in private practice, providing legal counsel to the Udall Foundation; there were nine trustees; Mo Udall was in a V.A. hospital in Washington, DC; the U.S. Institute for Environmental Conflict Resolution had not been created; and there were no Udall Scholars, Interns, or Fellows.

Fast forward ten years: The Udall Foundation now has a staff of 30 full-time and part-time employees. There have been nearly 800 Udall Scholars, two of whom this year were awarded Rhodes Scholarships—among only 32 of these coveted grants. There have been 18 Udall fellows and over 100 Native American congressional interns. The Native Nations Institute, cofounded by the Udall Foundation and the University of Arizona, is a major entity in Indian Country.

Created in 1998, the U.S. Institute for Environmental Conflict Resolution is nationally known for its excellence in dispute resolution. In a joint memorandum recently issued to all federal agencies by the Office of Management and Budget and the Council on Environmental Quality, federal agencies are encouraged to draw on the services of the U.S. Institute for increasing the use of environmental conflict resolution and to assist them in developing performance and accountability measures—recognition, indeed, of the prestige of the U.S. Institute.

As you read this annual report, remember that ten years ago none of this activity was happening. The Udall Foundation has changed lives profoundly in the name and the spirit of Mo Udall. We believe he would have approved.

These accomplishments have been made possible only through the guidance of a dedicated and generous board of trustees, many of whom when called upon have acted immediately and effectively on behalf of the Udall Foundation. We extend our gratitude once again to Trustee D. Michael Rappoport, who, on behalf of the Salt River Project (SRP), contributed the



Christopher L. Helms

services of SRP's design and printing staff to create this beautiful annual report; to Chair Terry Bracy for the untold hours and expertise he has donated to the Foundation; and to Trustee P. Lynn Scarlett, deputy secretary of the Interior, without whose help we could not have saluted former Secretary of the Interior Stewart L. Udall in Washington, DC, in May 2005.

During FY 2005, the Foundation's Education Programs again benefited from the generosity of the Morton K. and Jane Blaustein Foundation, the Bert W. Martin Foundation, and Lynnette and Alex Mautner. We thank them all. Without their help, at least two of our programs would not have taken place. We also extend our gratitude to the William and Flora Hewlett Foundation for its generous grant.

As you will see, FY 2005 was another challenging, productive, and gratifying year for the Udall Foundation, a year of new accomplishments to complete our first decade of programmatic work to carry on the legacy of Morris K. Udall.



UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM



At the Scholar Banquet: 2005 Udall Scholars Sarah Fort, Tory Hodges, Justin Bangs, Kayanna Warren, Laura Sima, and Shoshannah Lenski.

Photo credit: Tom Spitz



2005 Udall Scholar Josh Meyer as "Drip the Drop."

Photo credit: Tom Spitz



2005 Udall Scholars Josh Meyer and Anjana Sharma plan ahead.

Photo credit: Tom Spitz

The weekend was a phenomenal way to meet a group of 80 other talented, driven, future environmental policymakers. If the honor of receiving a Udall Scholarship wasn't enough, I had a fantastic weekend learning about the Udall legacy and interacting with some of the most talented young adults in the country.

Matthew Klasen, 2005 Udall Scholar

The Morris K. Udall Foundation awards approximately eighty \$5,000 merit-based scholarships each year to outstanding college students who intend to pursue careers related to the environment, or who intend to pursue careers in Native American health care or tribal public policy and are Native American or Alaska Native.

In March 2005, a 13-member independent selection committee selected 81 Morris K. Udall Scholars from a pool of 436 nominations from 211 colleges and universities. Of the 436 nominees, 407 were studying fields related to the environment, 14 were Native American/Alaska Native students preparing for careers in health care, and 15 were Native American/Alaska Native students intending careers in tribal public policy.

Thirty-two states, plus Guam, are represented by this year's scholar class. Twenty-one percent of scholars self-identify as Native American/Alaska Native, Hispanic, Asian/Pacific Islander, or African American. With an average GPA of 3.76, the 2005 Udall Scholars are academically the strongest since the program's inception in 1996.

Fifty applicants received Honorable Mention awards of \$350. Nine additional states, plus the District of Columbia, are represented in the Honorable Mention category.

Education Programs

Since 1996, the Udall Foundation has awarded

- \$3,775,000 to Morris K. Udall Scholars,
- \$56,000 to Morris K. Udall Honorable Mentions, and
- 114 Udall Internships to Native American and Alaska Native students from 78 tribes.

In the past 9 years, the Udall Foundation has granted

- \$432,000 in Ph.D. Fellowships.

Since 1999, the Parks in Focus program has taken

- over 70 Boys & Girls Clubs middle school students to Arizona parks and wilderness areas.



Being a Udall Scholar is a life-changing experience. It is a tremendous honor to be a part of Morris K. Udall's enduring legacy.

Justin Bangs, 2005 Udall Scholar



2005 Udall Scholars relaxing on the lawn.

Photo credit: Tom Spitz



"Cowgirls" Bethany Larue and Tory Hodges (2005 Udall Scholars).

Photo credit: Tom Spitz

UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

2005 Scholar Orientation

All scholars are required to attend the four-day Udall Scholar Orientation in Tucson, Arizona, each August to meet with other scholars, elected officials, and environmental and tribal leaders. Travel, lodging, and meals are provided by the Udall Foundation.

The 2005 Orientation was organized around the topic “Water and the West.” Robert Glennon, Morris K. Udall Professor of Law and Public

The Udall Foundation seeks future leaders across a wide spectrum of environmental fields, such as policy, engineering, science, education, urban planning and renewal, business, health, justice, and economics. The Udall Foundation also seeks future Native American and Alaska Native leaders in public and community health care, tribal government, and public policy affecting Native American communities, including land and resource management, economic development, and education.

Applicants must be college sophomores or juniors and be U.S. citizens or permanent residents. Students are nominated by their college's or university's faculty representative, who is the liaison between the institution and the Udall Foundation. Each university may nominate up to six candidates for the Udall Scholarship.



I am honored and humbled to be a part of Mo Udall's legacy. His passion, integrity, and vision are an inspiration, and the opportunity to connect with scholars from around the country has rejuvenated us all!

Deann Star Wallin, 2005 Udall Scholar



The 2005 Udall Scholars at the Arizona-Sonora Desert Museum.

Photo credit: Tom Spitz

Policy at the James E. Rogers College of Law, the University of Arizona, delivered an engrossing presentation based on material in his book, *Water Follies: Groundwater Pumping and the Fate of America's Fresh Waters*. Scholars worked on group presentations covering water issues that ranged from the Susquehanna and San Pedro rivers to international water development and Morris K. Udall's personal and political views. Elma Udall, Morris's sister, was interviewed by Anne J. Udall, vice chair of the Udall Foundation's Board of Trustees, and was the hit of the Orientation. As one scholar succinctly put it, “More Elma!”

Scholars also attended optional breakout sessions on a variety of topics, including environmental conflict resolution, finding and applying to the right graduate school,

and Native American health. A small group of scholar alumni and university faculty representatives attended the 2005 Orientation, serving as mentors to the scholars and contributing to the optional sessions.



Independent filmmaker and 2002 Udall Scholar Dan Jones conducted on-camera interviews with students, faculty, and Udall Foundation staff about the Udall Scholarship, Morris Udall's legacy, and the Orientation. The ten-minute DVD will be used to educate community members and faculty representatives about, and recruit future applicants for, the scholarship.

Josh Meyer, a 2004 & 2005 Udall Scholar from Temple University, was featured in the October 14, 2005, edition of the *Chronicle of Higher Education* for his work in constructing hydroponic vegetable gardens in Rio de Janeiro, Brazil.



UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

2005 Morris K. Udall Scholars

(List includes hometown and state, as well as academic institution.)

Rachel Ackoff
Claremont, California
Swarthmore College

Laura Adams
Overbrook, Kansas
University of Kansas

Ashley Atkinson
Wittenberg, Wisconsin
University of Wisconsin-Stevens Point

Justin Bangs
Orlando, Florida
University of Florida

Jessica Beckett
Bronxville, New York
Sarah Lawrence College

Everett Benally
Tucson, Arizona
University of Arizona



Elma Udall, Morris Udall's sister, shares stories with Anne Udall, vice chair, Morris K. Udall Foundation Board of Trustees, and the 2005 Udall Scholars.

Photo credit: Tom Spitz



2005 Udall Scholars Jared Cole and Julia McGuire present their views.

Photo credit: Tom Spitz

Zachary Benson
Colstrip, Montana
University of Montana

Panah Bhalla
Reston, Virginia
Northwestern University

Elizabeth Blair
Naperville, Illinois
Ursinus College

Tiffany Bogich
State College, Pennsylvania
Pennsylvania State University

Cristina Carbajo
Oak Ridge, Tennessee
Tennessee Technological University

Andrew Cedar
Scarsdale, New York
Yale University

Isabella Cederquist
Ann Arbor, Michigan
Carnegie Mellon University

Anton Chiono
Summer Lake, Oregon
Willamette University

Jared Cole*
Leawood, Kansas
University of Missouri-Columbia

Natasha Cowie
Dawsonville, Georgia
University of the South

Trisha Culbertson
New Strawn, Kansas
Kansas State University

Julie Curti
Plover, Wisconsin
University of Wisconsin-Madison

Kelly Doyle
Freehold, New Jersey
Villanova University

Adrienne Dubois
Murfreesboro, Tennessee
Furman University

Charlotte Ely
San Francisco, California
San Francisco State University

Brian Erickson*
Snohomish, Washington
Lewis and Clark College

Julia Ferguson
Oak Park, Illinois
Illinois State University



Udall Scholar alums reunite. Front row (l to r): Dan Jones, '02; Eli Zigas, '04. Middle row (l to r): Marcos Orozco, '03 & '04; Kristina Fisher, '00; Jenn Belknap, '99; Chessie Thacher, '02. Back row (l to r): Sacoby Wilson, '97; Scott Perez, '01; Jenn Baldwin, '04; Katharine Wilkinson, '03 & '04; Matt McMahon, '02 & '03.

Photo credit: Tom Spitz

Rachel Ferguson *
Alexandria, Virginia
Whitman College

Sarah Fort
Lebanon, New Jersey
Brown University

Jessica Friedman
Durham, North Carolina
Washington University

Tina George
Avoca, Pennsylvania
University of Scranton

Cailey Gibson
Shrewsbury, Vermont
Carleton College



Robert A. Williams, law professor, University of Arizona, delivers the keynote address at the Scholar Banquet held August 13, 2005.

Photo credit: Tom Spitz

UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

James Hardy
Philadelphia, Pennsylvania
Temple University

Andrew Harrington
Olathe, Kansas
University of Kansas

Robert Heilmayr
Fort Worth, Texas
Claremont McKenna College

Tory Hodges
Alpena, Arkansas
University of Arkansas-Fayetteville

Todd Hoppe
Sand Springs, Oklahoma
University of Tulsa

Taylor Jackson
Tempe, Arizona
Arizona State University

Paul Julian*
Murfreesboro, Tennessee
University of Tennessee-Knoxville

Matthew Klasen
Hudson, Ohio
Washington University

Jonah Kolb
Topsfield, Massachusetts
Dartmouth College

Colin Kremer
Hinsdale, New York
Jamestown Community College

Jessica Kukielka
Plainville, Connecticut
University of Connecticut

Catherine Kunkel
Woodstock, Maryland
Princeton University



Anne Udall and 2004 Udall Scholar Eli Zigas have some laughs.

Photo credit: Tom Spitz



2005 Udall Scholars Brian Sedio, Chet Phillips, Henry Steinberg, and Taylor Jackson at the Arizona-Sonora Desert Museum.

Photo credit: Tom Spitz

Bethany Larue
Groveport, Ohio
Ohio State University

Gregory LeFevre
Lake Zurich, Illinois
Michigan Technological University

Shoshannah Lenski
East Lansing, Michigan
Cornell University

Kyle Lueken
Newburgh, Indiana
Ball State University

Julia McGuire
Augusta, Maine
University of Maine

Joshua Meyer*
New Cumberland, Pennsylvania
Temple University

Simon Miner*
Falmouth, Massachusetts
University of Massachusetts-Amherst

Bret Muter
Saginaw, Michigan
Ferris State University

Crystal Olin
Canon City, Colorado
University of Colorado-Boulder

Tyriina O'Neil*
Hutchinson, Minnesota
University of Wisconsin-Madison

Sarah Orlofske
Oak Creek, Wisconsin
University of Wisconsin-Stevens Point

Kristin Pederson
Swoope, Virginia
College of William and Mary

Ho-Wan-Ut Peterson
Shelton, Washington
South Puget Sound Community College

Jacob Phelps
White Lake, Michigan
Michigan State University

Chester Phillips
Tucson, Arizona
University of Arizona

Amalia Pleake-Tamm
St. Leonard, Maryland
University of Maryland-College Park



2005 Udall Scholar Marcia St. Goddard finds her way around the Arizona-Sonora Desert Museum.

Photo credit: Tom Spitz

UDALL FOUNDATION UNDERGRADUATE SCHOLARSHIP PROGRAM

John Powell
Muncie, Indiana
University of Montana

Nicholas Rasmussen
Tekamah, Nebraska
Oklahoma State University

Aja Reyes
Mangilao, Guam
University of Hawaii-Manoa

Jeffrey Ross
Walden, Colorado
University of Montana



2005 Udall Scholar Lena Samsonenko takes a closer look.

Photo credit: Tom Spitz



Program Manager Melissa Millage and Education Programs Intern Marcos Orozco (2003 & 2004 Udall Scholar).

Photo credit: Tom Spitz



2005 Udall Scholars preparing for the presentation. Front row: Kate Semmens, Andy Harrington, Bryson Voirin. Back row: Jessie Kukiella, Sarah Fort, Nick Rasmussen.

Photo credit: Tom Spitz

Lena Samsonenko
Vernon, Connecticut
Cornell University

Brian Sedio
San Antonio, Texas
Texas A & M University

Kathryn Semmens
Perkiomenville, Pennsylvania
Ursinus College

Anjana Sharma
San Mateo, California
Columbia University

Melanie Shockley*
Stevens Village, Alaska
Dartmouth College

Trisha Shrum*
Lawrence, Kansas
University of Kansas

Marion Sikora
Pittsburgh, Pennsylvania
University of Pittsburgh

Laura Sima
Burnsville, Minnesota
University of South Carolina-Columbia

Theresa Smith*
Wellfleet, Massachusetts
University of Rhode Island

Jennifer Snider
Duncanville, Texas
Texas A & M University

Marcia St. Goddard
Browning, Montana
University of Montana

Renae Steichen*
Madison, South Dakota
Drake University

Henry Steinberg*
Niskayuna, New York
College of the Atlantic

Sasha Stortz
Sitka, Alaska
Lewis and Clark College

Noelle Thomas
Stone Mountain, Georgia
Davidson College

Jennifer Vazquez
Auburn, Indiana
Northland College



Chair of the Morris K. Udall Foundation Board of Trustees Terrence Bracy shares his views.

Photo credit: Tom Spitz

James Voirin
Winter Springs, Florida
New College of Florida

Caroline Wade
Normal, Illinois
Illinois State University

Marilyn Waite
Fort Washington, Maryland
Princeton University

Deann Star Wallin
Picayune, Mississippi
Vanderbilt University

Kayanna Warren*
Seattle, Washington
University of Washington

*denotes repeat scholar (also awarded scholarship in 2004)



For more information on the Morris K. Udall Foundation Scholarship program, visit www.udall.gov.

UDALL FOUNDATION DISSERTATION FELLOWSHIP PROGRAM

The Morris K. Udall Foundation awards two one-year fellowships of up to \$24,000 to doctoral candidates whose research concerns environmental public policy and/or environmental conflict resolution. Udall Dissertation Fellowships are intended to cover both academic and living expenses during the fellowship year. Applicants must be entering the final year of writing the dissertation and be U.S. citizens or U.S. permanent residents. The deadline for applications is early February.

The dissertation topic must be relevant to U.S. national environmental public policy and/or environmental conflict resolution. Fellows must demonstrate personal commitment to national environmental public policy and/or environmental conflict resolution and an understanding of Morris K. Udall's environmental legacy. Previous fellows' fields of study include political science; economics; government; environmental science, policy and management; ecology; environmental justice; regional planning; geography; natural resource policy; and environmental analysis and design.

In FY 2005, the Udall Foundation received 26 applications from Ph.D. candidates in 17 different fields of study at 22 universities in 16 states. A three-reader committee that included two former Udall Fellows selected the two 2005 Udall Fellows in March 2005.

2005 Udall Dissertation Fellows

David Konisky
Political Science
Massachusetts
Institute of
Technology



David Konisky's dissertation examines the impact of interstate economic competition on state level enforcement of federal environmental regulation. He examines whether, and under what conditions, U.S. states modify their environmental enforcement effort relative to other states to attract new and retain existing economic investment. His research studies this question by conducting a nationwide survey of regulatory officials in state environmental agencies and through statistical analysis of 20 years of state level enforcement of federal pollution control programs.

David has broad research interests in American politics, particularly regulatory politics, bureaucracy, and environmental policy. As a Research Associate at Resources for the Future, an environmental economics and policy think tank in Washington, DC, his research focused on the Superfund program. He is coauthor of *Superfund's Future: What Will It Cost?* David is currently in his final year of the Ph.D. program in political science at the Massachusetts Institute of Technology. When not writing his dissertation, David enjoys hiking, camping, snowshoeing, jazz, and spending time with Jasmine, his Bernese Mountain dog.



Brinda Sarathy
Environmental
Science, Policy and
Management
University of
California at Berkeley

Brinda Sarathy's dissertation explores the issues facing Latino workers in the management of public forests in southern Oregon. Using scholarship on community forestry, literature about migrant workers in agriculture, and resource mobilization theory, she analyzes how and why immigrant forest workers continue to be ignored in debates on "healthy forests." Her questions address the historical processes involved in the Latinization of forest work, institutional responses to immigrant labor in forest management, environmental discourses on healthy forests, and the concerns of forest workers and their families.

Brinda's interest in natural resource management and forest conservation was fostered as a high school student in Kokaikanal, South India, as a tourism-fueled building boom caused water shortages and deforestation. After graduating from McGill University, Brinda returned to India to intern with the Aga Khan Rural Support Program in rural Gujarat. Currently, she is a member of the Board of Directors of the Jefferson Center, a nonprofit organization that promotes communication among natural resource workers in the Pacific West. As she completes her dissertation, Brinda is also working on an oral history to raise awareness of the needs of the Latino community in Medford, Oregon.



For more information on the Morris K. Udall Foundation Dissertation Fellowship program, visit www.udall.gov.

NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

To provide Native American students with an insider's view of the federal government, the Morris K. Udall Foundation funds 12 Native Americans or Alaska Natives each summer for a ten-week internship in Washington, DC. Interns are placed in Senate and House offices, committees, Cabinet departments, and the White House, where they are able to observe government decision-making processes firsthand, including attending hearings and votes in the House and Senate. The intensive experience fosters lifelong bonds with fellow interns and connections to an extensive network of alumni.

The Udall Foundation received 26 applications for the 2005 internship, representing 20 different fields of study, 16 tribes, and 20 colleges and universities in 16 states. Of the 26 applicants, 66 percent were women; 81



The 2005 Morris K. Udall Native American Congressional Interns.

Photo credit: Rick Reinhard

percent were undergraduate students; and 9 belonged to tribes that had not previously participated in the program. Applicants must be Native American or Alaska Native; college juniors or seniors, recent graduates, or graduate students; and U.S. citizens or permanent residents.

The selection committee included two former Udall Interns and representatives from four tribal nations. In mid-February 2005, the committee chose 12 interns and 8 alternates. The 2005 interns ranged in age from 21 to 35. Two of the 2005 interns were 2004 Udall Scholars; another received a 2004 Honorable Mention from the scholarship program.

The Udall Foundation provides interns with housing, a per diem, round-trip travel to Washington, DC, and a \$1,200 stipend upon successful completion of the program. New communal living arrangements in Washington, DC, provided the 2005 interns with a more homelike environment and fostered closer friendships. The Ella



2005 Udall Intern and 2003 & 2004 Udall Scholar Bijiibaa' Garrison at the U.S. Capitol.

Photo credit: Rick Reinhard



Riding the trolley at Union Station: 2005 Udall Interns LaVerne Demientieff and Roberta Desnomie.

Photo credit: Monica Nuvamsa

NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

Smith House, an eight-bedroom home, was conveniently located near restaurants, grocery stores, Metro stations, the post office, and Capitol Hill offices.

As a new feature of the internship program this year, interns conducted independent research projects on topics ranging from gender discrimination in science to Indian

The Morris K. Udall Foundation has helped me observe history in the making by meeting key decision makers, attending Senate hearings, and learning the federal legislative process firsthand. From this experience, I can take the political knowledge from Washington and apply it to our Native communities in order to gain self-sufficiency in education, health care, gaming, tribal lands, and water issues.

Ponka-We Victors, Tohono
O'odham Nation, 2005 Udall Intern

gaming, and presented their findings to each other and to Chair of the Morris K. Udall Foundation Board of Trustees Terrence L. Bracy.

Examples of research topics included

- "Suicide and Jails in Indian Country";
- "Indian Economic Development: A comparison of tribal economic development structures and review of federal Indian economic development policy";
- "Analysis of the Indian Healthcare Improvement Act";
- "Army Corps of Engineers: Floodplain Mapping on the Navajo Nation"; and
- "How Federal Education Programs Work to Improve Indian Education."



2005 Udall Interns Randall Reed and Ponka-We Victors at the closing reception.

Photo credit: Rick Reinhard



At the closing reception for the 2005 Udall Interns.

Photo credit: Rick Reinhard



Rep. Mark Udall (D-CO) with 2005 Udall Intern Leslie St. Clair at the welcome reception.

Photo credit: Rick Reinhard

NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

2005 Morris K. Udall Native American Congressional Interns and Placements

LaVerne M. Demientieff, Deg' Xitan
Athabascan of Alaska ~ Washington
University/B.S.W., Social Work ~
Congressman Don Young (R-AK)

Roberta N. Desnomie, Peepeekisis
Cree Nation Band #81 of Canada ~
Smith College/B.A., Sociology,
Anthropology, and International
Relations ~ U.S. Department of the
Interior

Bijiibaa' K. Garrison, Navajo Nation of
Arizona ~ University of Arizona/B.S.,
Nutritional Sciences ~ Senator John
McCain (R-AZ)

Ruben Guerrero, Jr., Salt River Pima-
Maricopa Indian Community of
Arizona ~ University of Arizona/B.A.,
Political Science ~ Congressman
Raúl M. Grijalva (D-AZ)

Earl S. Johnson, Navajo Nation of New
Mexico ~ University of New
Mexico/B.A., Political Science and
History ~ U.S. Department of
Defense

Gertrude Lee, Navajo Nation of New
Mexico ~ Creighton University/B.A.,
Political Science and Native
American Studies ~ Congressman
Tom Udall (D-NM)

Joshua L. Pitre, United Houma Nation
of Louisiana ~ University of
Arizona/M.A., American Indian
Studies ~ U.S. House Committee on
Resources

Randall D. Reed, MOWA Band of
Choctaw Indians of Alabama ~ Troy
State University/B.S., Political
Science and History ~ U.S.
Department of the Interior

Kimberly L. Silentman, Navajo Nation
of Arizona ~ Arizona State
University/M.A., Urban Planning ~
U.S. Department of the Interior

Leslie A. St. Clair, Shoshone-Bannock
Tribes of Idaho ~ Idaho State
University/B.A., Political Science and
Pre-Law ~ Congressman Mark Udall
(D-CO)



Program Manager Monica Nuvamsa and
1997 Udall Scholar Linus Chen at the closing
reception.

Photo credit: Rick Reinhard

Jessica P. Victors, Tohono O'odham
Nation of Arizona ~ Newman
University/B.A., Biology ~ U.S.
Department of Education

Andrea M. Worthen, Navajo Nation of
Utah ~ Brigham Young
University/J.D., Law and M.A., Public
Administration ~ U.S. Senate
Committee on Indian Affairs



Rep. Mark Udall (D-CO), 2005 Udall Intern Gertrude Lee, and Rep. Tom Udall (D-NM) at the
closing reception.

Photo credit: Rick Reinhard



Rep. Mark Udall (D-CO), 2005 Udall Intern
Josh Pitre, and Rep. Tom Udall (D-NM) at the
closing reception.

Photo credit: Rick Reinhard

NATIVE AMERICAN CONGRESSIONAL INTERNSHIP PROGRAM

Enrichment activities add immeasurably to the interns' experience. Some of 2005's enrichment activities were

- Lunch with Terrence Bracy, chair of the Morris K. Udall Foundation Board of Trustees;
- Meeting with Dr. Craig Vanderwagen, acting chief medical officer, and Leo Nolan, senior policy analyst, U.S. Indian Health Service;
- Meeting with Senator John McCain (R-AZ) and U.S. Senate Committee on Indian Affairs staff;
- Welcome reception with honorary cohosts Congressman Mark Udall (D-CO) and Congressman Tom Udall (D-NM);
- Meeting with Peter Morris, research officer, Native Assets Research Center, First Nations Development Institute;
- Oversight hearing on Indian health education, U.S. Senate Committee on Indian Affairs;
- Meeting with P. Lynn Scarlett, deputy secretary, and Jim Cason, acting assistant secretary of Indian Affairs, U.S. Department of the Interior; and
- Hearing regarding tribal lobbying matters, U.S. Senate Committee on Indian Affairs.



Every Native American should apply. The program has opened my eyes to the inner workings of the U.S. government. I'm much more aware of certain issues, policies, and legislation that affect Indian tribes. In the future, I hope to share my Udall experiences with Indian tribes, and hopefully, they can benefit and learn from them.

**Earl S. Johnson, Navajo Nation,
2005 Udall Intern**



Rep. Tom Udall (D-NM) with Terrence Bracy and guest Mike Malone at the welcome reception.

Photo credit: Rick Reinhard



Morris K. Udall Foundation Executive Director Christopher Helms, Deputy Secretary of the Interior and Trustee P. Lynn Scarlett, and Rep. Tom Udall (D-NM) at the welcome reception.

Photo credit: Rick Reinhard

Winds of Change magazine published an article in November 2005 featuring three Native American Udall Scholars and Interns: Jacob Moore, Tohono O'odham Nation, Akimel O'odham, Lakota and Dakota, 1998 Udall Scholar; Traci McClellan, Cherokee Nation, 1996 Udall Intern; and Bryan Mercier, Confederated Tribes of Grand Ronde, 2003 Udall Intern. *Winds of Change* is a publication of the American Indian Science and Engineering Society (AISES), which is distributed widely throughout institutions of higher education and Indian Country.



For more information on the Morris K. Udall Foundation Native American Congressional Internship program, visit www.udall.gov.

PARKS IN FOCUS PROGRAM

In partnership with the Boys & Girls Clubs of Tucson, Parks in Focus takes 12 middle school students every summer to explore Arizona's natural wonders, such as the White Mountains, Canyon de Chelly, Cathedral Rock, and Slide Rock State Park. With help from the Bert W. Martin Foundation, participants are given cameras and taught basic photography skills. Following the trip, participants learn the basics of Web design and create their own Web pages with photographs and excerpts from trip journals.

Since the kickoff of the initial program in 1999, Parks in Focus participants have ventured to Arizona's national parks, monuments, forests, and wilderness areas with trained environmental educators, park rangers, and naturalists. Teaching appreciation for the natural environment through the art of photography, Parks in Focus has provided lessons in nature, art, and life to over 70 underprivileged youth from southern Arizona.

For the 2005 program, participants stayed at Don Hoel's cabins in Oak Creek Canyon, Arizona. Photographic and hiking destinations included Fay Canyon, Red Rock State Park, Doe Mountain, the Grand Canyon, Slide Rock State Park, and Montezuma's Castle.

The excitement and wonder of Parks in Focus is captured in a new brochure. The 26-page booklet, funded by the Bert W. Martin Foundation, features photographs taken by Parks in Focus participants and Program Manager Melissa Millage and quotes from participants' trip journals.



View from Cedar Point on the South Kaibab Trail, Grand Canyon.

Photo credit: Dallas Aleman, 2005 PIF participant

2005 Parks in Focus Participants

Steve Daru
Clubhouse

Marisa Martinez
Kendra Navarro
Elvia Romero

Roy Drachman
Clubhouse

Celina Chavez
Tony Gomez
Danny Machado

Pascua Yaqui
Clubhouse

Adrian Cruz
Ramiro Vargues

Holmes Tuttle
Clubhouse

Dallas Aleman
James Chastain
Denise Sneed
Chris Willis



Hiking out of the Grand Canyon.

Photo credit: Melissa Millage



At Crescent Moon Recreation Area.

Photo credit: Melissa Millage

For more information on the Morris K. Udall Foundation Parks in Focus program and to view participant Web pages, visit www.udall.gov.



Oak Creek.

Photo credit: Celina Chavez, 2005 PIF participant



Cottonwood Tree, Red Rock State Park.

Photo credit: Denise Sneed, 2005 PIF participant



Mule Train, Grand Canyon.

Photo credit: Tony Gomez, 2005 PIF participant

The 2005 Parks in Focus trip was the best yet. The participants learned more, photographed more, and generally *did* more. Education Programs Intern Marcos Orozco (a 2003 & 2004 Udall Scholar) brought his experience teaching science to middle school students and his enthusiasm for environmental education to the Parks in Focus trip to Sedona and the Grand Canyon. Marcos worked with Program Manager Melissa Millage to construct field guides and trip journals, and he served as a naturalist guide during the trip.

Udall Foundation staff and a naturalist from the Environmental Education Exchange pointed out every new tree, shrub, flower, bird, insect, and, when lucky enough, mammal. Aided with binoculars and field guides, participants sought out and were excited by what they saw, identified, and tracked. The enthusiasm of the staff was contagious—the kids couldn't help but catch it.

The standout activity of the week was hiking into the Grand Canyon. The goal was to hike three quarters of a mile into the Canyon, eat packed lunches at "Ooh Ahh Point," and then hike back out. However, participants decided to push on another three quarters of a mile to "Cedar Point." The extra effort was definitely worth it, as the panoramic views from Cedar Point were like nothing previous participants had ever seen or photographed. The sky was clear and bright blue, and it felt like the canyon was wide open to the kids and their cameras' lenses.



The Udall Family Archival Collections are located in the University of Arizona's Special Collections Library. During FY 2005, the Library undertook the following initiatives to enhance the public's understanding of the Udall legacy.

FY 2005 Outcomes

This year's goals centered on

1. Awarding three Udall Library Internships to graduate students in the School of Information Resources and Library Sciences;
2. Showing the traveling exhibition "The Udall Brothers: Voices for the Environment," which documents the careers and contributions of Morris K. and Stewart L. Udall;
3. Identifying and interviewing individuals who played a key role in the career and personal life of Morris Udall;
4. Administering the Udall Travel Grant program; and
5. Continuing digitization of archival materials.

The Library welcomed three Udall graduate assistants: Danielle Johnson, Marissa Alcorta, and Rachel Nelson. All are participants in the Knowledge River program, a national program focusing on recruiting and training Hispanic and Native American students for professional careers in caring for cultural heritage resources. Their contributions chiefly included archival work documenting the Udall family and the cultural resources of Arizona.

The premiere of the traveling exhibit "The Udall Brothers: Voices for



1961 campaign billboard.

Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 37



Morris Udall with his mother Louise and brothers Stewart Udall, former secretary of the Interior, and Burr Udall.

Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 6

the Environment" was held at the Morris K. Udall Foundation in November 2004. From May through July 2005, it was on exhibition at the U.S. Department of the Interior Museum in Washington, DC. The opening and reception at the U.S. Department of the Interior was attended by many notable figures including Secretary of the Interior Gale A. Norton, Deputy Secretary of the Interior P. Lynn Scarlett, Senators

John McCain and Gordon H. Smith, and Congressmen Mark Udall and Tom Udall. The exhibit summarizes the careers of both Stewart and Morris Udall, demonstrating their key accomplishments in the civic and environmental arenas. The exhibition has three confirmed bookings for FY 2006.

The Udall Travel Grant program aims to encourage contemporary scholarship on the Udall brothers. Two

Udall Travel Grants were awarded this year. Douglas Harris researched Morris Udall's attempts to build a liberal coalition to win leadership posts in the House of Representatives. Daniel Cobb researched how the idea of tribal self-determination moved from the periphery to the center of national politics in the 1960s.

The Morris K. Udall Oral History project continued this year with several new interviews, which are being transcribed and edited. To increase access to the Morris K. Udall Oral History interviews, Special Collections has begun digitization of this important collection. The goal is to provide online, searchable access to the audio and text files of the interviews. To date, 61 oral history interviews have been converted from their original analog format into a raw digital audio format. This information is currently being uploaded into the Library's content management server. The Morris K. Udall Oral History interviews are expected to be online and searchable by the end of FY 2006.

The Udall Archives continues as an active contributor to the Western Waters Digital Library project. This collaborative project involving several Western universities highlights the delivery of Colorado River water to Arizona since the 1960s. Original documents from the Udall Archives are selected, scanned, and made accessible over the Internet. To date, approximately 6,100 pages have been digitized from the Udall Archives.

The Udall Family papers continue to be consulted by local users on a monthly basis. The four Internet sites



Morris Udall, far left, with members of the House Committee on Interior and Insular Affairs, 1966.

Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 47



Morris Udall with visiting Zuni Indians, April 14, 1967.

Photo credit: U.S. Department of the Interior; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 22

constructed by the Library on the Udall Family collections are available to national and international users.

New material was donated this year to both the Morris Udall and Stewart

Udall collections. The material includes photographs, correspondence, news clippings, ephemera, interviews, articles, and speeches.



For more information on the Morris K. Udall Archives, visit dizzy.library.arizona.edu/branches/spc/udall/homepage.html.

THE UDALL BROTHERS: VOICES FOR THE ENVIRONMENT – A TRAVELING EXHIBIT

The overarching mission of the Udall Foundation is to carry on the legacy of Morris K. Udall. One way the Udall Foundation accomplishes this is to share a portion of its annual revenue with the Special Collections Department of the University of Arizona Library to maintain the papers and artifacts of Morris K. and

Stewart L. Udall. The Library makes these materials available to scholars and the public.

In FY 2005, as part of the Udall Foundation's November 2004 meeting of the Board of Trustees, and at the headquarters of the U.S. Department of the Interior in May 2005, the Library introduced a new traveling

exhibit entitled, "The Udall Brothers: Voices for the Environment." The exhibit uses reproductions of photographs and documents from the congressional archives of Morris and Stewart Udall to profile their many years of public service, emphasizing their contributions in the areas of environmental leadership and legislation.



Former Morris K. Udall congressional staffer John Gabusi, former Secretary of the Interior Stewart Udall, and Elma Udall (Morris and Stewart Udall's sister) at the premiere of "The Udall Brothers: Voices for the Environment" traveling exhibit.

Photo credit: Tom Spitz



Terrence Bracy visits with Stewart Udall and Trustee James F. Manning.

Photo credit: Tom Spitz



Stewart Udall and Rep. Jim Kolbe (R-AZ) at the traveling exhibit premiere.

Photo credit: Tom Spitz



Stewart Udall discusses his career as secretary of the Interior at the premiere of "The Udall Brothers: Voices for the Environment" traveling exhibit in Tucson, Arizona, on November 12, 2004.

Photo credit: Tom Spitz

THE UDALL BROTHERS: VOICES FOR THE ENVIRONMENT – A TRAVELING EXHIBIT

For the premiere of the exhibit on November 12, 2004, the Udall Foundation trustees sponsored a reception for Stewart Udall and an invited audience at the Udall Foundation's office in Tucson, Arizona. The occasion also marked the inauguration of the Stewart L. Udall Lecture, a lecture series the Udall Foundation created to honor the former Secretary of the Interior and Arizona Congressman.



In May 2005, "The Udall Brothers: Voices for the Environment" traveling exhibit went to the headquarters of the U.S. Department of the Interior in Washington, DC, where it was on display for three months. To publicly announce the arrival of the exhibit, Secretary of the Interior Gale A. Norton hosted a ceremony honoring Morris and Stewart Udall. Some 300 attended to hear the Secretary praise

the work of Morris and Stewart. Also speaking at the event were Deputy Secretary of the Interior and Trustee P. Lynn Scarlett, who emceed the event; Senator John McCain (R-AZ); Udall cousin Senator Gordon H. Smith (R-OR); Congressman Mark Udall (D-CO); Congressman Tom Udall (D-NM); and Udall Foundation Chair Terrence L. Bracy.



Guest Evie Varady enjoying the traveling exhibit.

Photo credit: Tom Spitz



Guests view the traveling exhibit at its premiere.

Photo credit: Tom Spitz



Former Arizona Congressman Jim McNulty visits with former Morris K. Udall congressional staffer Julie Ferdon at the premiere.

Photo credit: Tom Spitz



Longtime friends Stewart Udall and Thomas Chandler catch up on old times while viewing the exhibit.

Photo credit: Tom Spitz

THE UDALL BROTHERS: VOICES FOR THE ENVIRONMENT – A TRAVELING EXHIBIT

We extend our deepest appreciation to Lynn Scarlett for her help in arranging the event in Washington, DC.

Among the attendees were *New York Times* writer Adam Clymer, PBS commentator and syndicated columnist Mark Shields, and *Washington Post* Political Correspondent David Broder. A week later, Broder devoted half a column to the event.

After Washington, DC, the exhibit was displayed at the State Capitol Museum in Phoenix, Arizona, for three months. In FY 2006, it will go on exhibit at the James E. Rogers College of Law at the University of Arizona and to St. Johns, Arizona, the birthplace of Morris and Stewart Udall.



Secretary of the Interior Gale Norton and Sen. John McCain at the opening event for "The Udall Brothers: Voices for the Environment" traveling exhibit at the U.S. Department of the Interior.

Photo credit: U.S. Department of the Interior



(l to r) Terrence L. Bracy, chair, Morris K. Udall Foundation Board of Trustees; Rep. Mark Udall (D-CO); Anne J. Udall, vice chair, Morris K. Udall Foundation Board of Trustees; former Secretary of the Interior Stewart L. Udall; Secretary of the Interior Gale A. Norton; Rep. Tom Udall (D-NM); Sen. Gordon H. Smith (R-OR); Deputy Secretary of the Interior and Trustee P. Lynn Scarlett; Sen. John McCain (R-AZ); and Christopher L. Helms, executive director, Morris K. Udall Foundation.

Photo credit: U.S. Department of the Interior



Stewart Udall takes a bow.

Photo credit: U.S. Department of the Interior

Sen. Gordon H. Smith, Rep. Mark Udall, and Rep. Tom Udall enjoy the remarks at the opening of the travelling exhibit at the U.S. Department of the Interior.

Photo credit: U.S. Department of the Interior



THE UDALL BROTHERS: VOICES FOR THE ENVIRONMENT – A TRAVELING EXHIBIT

UDALL MEMORABILIA

In addition to the traveling exhibit, the Udall Foundation has a permanent display of artifacts at its headquarters in Tucson, Arizona, related to Morris and Stewart Udall. Among the objects are Morris's congressional office desk, chair, and typewriter; the chair Stewart Udall used when attending Cabinet meetings during his eight years as secretary of the Interior with Presidents Kennedy and Johnson; a number of pens used by President Johnson to sign many landmark conservation and environmental bills during his administration, including the pen used to sign the Wilderness Act in 1964; and the Presidential Medal of Freedom awarded to Morris Udall in 1996 by President Clinton.



Items in the permanent collection of memorabilia from Morris and Stewart Udall housed at the Udall Foundation include Morris's congressional office desk and the chair Stewart used at Cabinet meetings during the Kennedy and Johnson administrations.

Photo credit: Tom Spitz



Deputy Secretary of the Interior and Trustee Lynn Scarlett emcees the opening event honoring former Secretary of the Interior Stewart Udall and "The Udall Brothers: Voices for the Environment" traveling exhibit at the U.S. Department of the Interior on May 10, 2005.

Photo credit: U.S. Department of the Interior



Stewart Udall speaks at the opening of the traveling exhibit at the U.S. Department of the Interior on May 10, 2005.

Photo credit: U.S. Department of the Interior



Terrence Bracy

Photo credit: U.S. Department of the Interior



Stewart Udall and David Broder, political correspondent for *The Washington Post*, at the reception following the opening of the traveling exhibit at the U.S. Department of the Interior.

Photo credit: U.S. Department of the Interior



Stewart Udall visits with former Morris K. Udall congressional staffer Dick Olsen at the reception following the opening of the traveling exhibit at the U.S. Department of the Interior.

Photo credit: U.S. Department of the Interior

NATIVE NATIONS INSTITUTE FOR LEADERSHIP, MANAGEMENT, AND POLICY



The Native Nations Institute for Leadership, Management, and Policy (NNI)—cofounded in 2001 by the Morris K. Udall Foundation and the University of Arizona, and housed at the University's Udall Center for Studies in Public Policy—serves as a self-determination, self-governance, and development resource for indigenous nations in the United States, Canada, and elsewhere. During FY 2005, NNI completed or initiated a wide range of activities related to executive education, distance learning, research, and other forms of outreach.

Executive Leadership Training

In conjunction with the Harvard Project on American Indian Economic Development, NNI held ten executive education sessions on nation building designed for leaders of American Indian nations, Canadian First Nations, and other indigenous groups. More than 520 tribal leaders attended these sessions representing nearly 70 tribes or nations.

Distance Learning

In keeping with its mission to maximize its reach and effectiveness in Indian Country and around the world, NNI has developed a number of innovative distance learning projects, to debut in early 2006, including a video-based curriculum on nation building, a series of audio segments for distribution

to indigenous communities, and an online audio library.

Research

NNI staff have completed or initiated several research projects this past year, including

- **Research-based Policy Development in Alaska:** In partnership with the Harvard Project on American Indian Economic Development, this effort continues to engage in research-based work with Native nations in Alaska, described in the paper, "Alaska Native Self-Government and Service Delivery: What Works?" and continuing with a new project, "It's Hard Work, But It's *Our* Work': Stories of Successful Self-Government & Service Delivery by Alaska Natives."
- **Comprehensive Indian Resources for Community and Law Enforcement:** With several partners, including Oglala Lakota College, Chief Dull Knife Memorial College, and the Zuni Community Development and Advocacy Center, this project concluded a 30-month outcomes evaluation of the Comprehensive

Indian Resources for Community and Law Enforcement (CIRCLE) Program, funded by the U.S. Department of Justice. CIRCLE is a demonstration project designed to explore the benefits of more integrated federal funding for tribal justice programs and more comprehensive and strategic program planning at the tribal level.

- **Census Data Analysis:** An ongoing comparison of 1990 and 2000 census data looking at the determinants of income growth for American Indian reservations as well as changes in poverty and related indicators on American Indian land.
- **Consultative Process for Bureau of Land Management:** In partnership with the U.S. Institute for Environmental Conflict Resolution of the Morris K. Udall Foundation, NNI has undertaken a project for the Bureau of Land Management (BLM) to reach out to tribes to explore appropriate early involvement strategies that might foster opportunities for communication between the BLM and tribes.



Panelists for the first segment of "Native Nation Building," a ten-part series produced under the auspices of NNI TV/Radio: (l to r) Stephen Cornell, director, Udall Center for Studies in Public Policy, and Manley Begay (Navajo), director, NNI, with host Mary Kim Titla (San Carlos Apache).

Photo credit: Joe Chiltwood

Visiting Scholars

As part of its work, NNI sponsors a visiting scholars program. In FY 2005, the visiting scholars were

- Metta Young, manager of the Education and Training Group of the Centre for Appropriate Technology in Alice Springs, Northern Territory, Australia, pursuing research on how nonindigenous organizations work with Native peoples in North America.
- Dr. Manuka Henare, from the University of Auckland in New Zealand, where he is associate dean of Māori and Pacific Development and founding director of the Mira Száshy Research Centre for Māori and Pacific Economic Development, working with NNI researchers on Māori natural resources and governance.

Telecommunications in Indian Country

NNI researchers met with Kade Twist, vice president for policy and development at the Washington, DC-based Native Networking Policy Center, and then hosted a public lecture by him in September 2005 on the University of Arizona campus, where he spoke on issues related to information technology in Indian Country.



Students participating in the ninth Native American Youth Entrepreneur Camp (NAYEC) held in July 2005.

Photo credit: NAYEC staff

Native American Youth Entrepreneur Camp (NAYEC)

The Native Nations Institute held its ninth Native American Youth Entrepreneur Camp (NAYEC) in July 2005, intended to encourage private sector development in Indian Country. This past year's camp brought together 14 high school students from five indigenous groups in Arizona.

Publications

- Cornell, S., M. Jorgensen, J. P. Kalt, and K. A. Spilde. *Seizing the Future: Why Some Native Nations Do and Others Don't*. JOPNA 2005-01, 2005.
- Cornell, S. "Indigenous Jurisdiction and Daily Life: Evidence from North America." In *Balayi: Culture, Law and Colonialism*, 7 (2005): 145-53.
- Cornell, S. "What Makes First Nations Enterprises Successful? Lessons from the Harvard Project." In *Legal Aspects of Aboriginal Business Development*, edited by D. Dorey and J. Magnet. Toronto, Canada: LexisNexis, 2005.

- Hicks, S. and M. Jorgensen. "Large Foundations: Grantmaking to Native America." Harvard Project on American Indian Economic Development, John F. Kennedy School of Government, Harvard University, 2005.
- Flies-Away, J. T., C. Garrow, and M. Jorgensen. "Divorce and Real Property on American Indian Reservations: Lessons for First Nations and Canada." *Atlantis: A Women's Studies Journal/Revue d'études sur les femmes* 29, no. 2 (2005): 81-92.
- *NNI Research Report*. Published three issues (December 2004, May 2005, and October 2005) of this online roundup of research related to indigenous economic development, self-governance, and nation building. (<http://nni.arizona.edu/researchreport.html>).
- *NNI News No. 4* (July 2005). An occasional report to friends and colleagues on activities of the Native Nations Institute.





Established in 1987, the Udall Center for Studies in Public Policy sponsors policy-relevant, interdisciplinary research and forums that link scholarship and education with decision making. The Udall Center receives support from the Morris K. Udall Foundation to support programs and activities related to (1) indigenous nations policy (see section on NNI) and (2) environmental policy and conflict resolution, described here.

ECOSTART Environmental Education in the Upper San Pedro River Basin

ECOSTART, a watershed-based environmental education program, builds the capacity of Upper San Pedro River Basin school teachers (science and nonscience) in Cochise County in



Two students participating in ECOSTART's field exercises along the San Pedro River in southeastern Arizona.

Photo credit: Anne Browning-Aiken

southeastern Arizona to educate K-12 students about water conservation, ecology, and bird and fish habitats tied to the San Pedro River riparian corridors, and the impacts of drought on this ecosystem.

ECOSTART's goal is to assist teachers in improving their students' understanding of geography and ecological processes and to encourage their participation in water conservation decisions. ECOSTART provides an orientation to ecological concepts related to water appropriate to grade levels K-12 and the Arizona School Standards. ECOSTART supports classroom and schoolyard activities, field trip planning, and curriculum design throughout the school year.

The Udall Center is working with other researchers at the University of Arizona to develop two curriculum units on climate and water issues with the goal of encouraging students to explore the concepts of drought and climate variability and examine the social and environmental consequences of drought. The units are linked to Arizona Science Standards for Curriculum for science, social studies, math, and language arts. ECOSTART will field test these units in Cochise County so that teachers can evaluate the utility of the materials.

Evaluation of Conservation Measures in the Upper San Pedro River Basin

Using a decision-support system (DSS) developed by SAHRA, Center for Sustainability of semi-Arid Hydrology and Riparian Areas, at the

University of Arizona, the Udall Center is supporting the training of members of the Upper San Pedro Partnership to test and use the DSS model to evaluate potential scenarios about conservation plans with respect to water savings and groundwater levels in the Basin.

The aim is to consider a spectrum of social, cultural, and economic values and interests and to help decision makers develop potentially acceptable policy measures. SAHRA has developed a dynamic simulation-based decision-support system for the Upper San Pedro Partnership, for which SAHRA is developing visual outputs for water stakeholders and training stakeholders in the use of this model.

The Upper San Pedro Partnership, a consortium of 20 agencies and organizations, has been actively working together to ensure that the region has an adequate water supply to meet the reasonable needs of area residents and the San Pedro Riparian National Conservation Area. The Partnership is charged with preparing water management plans, including implementation of conservation measures.

U.S. Water Resources along the Mexico Border

Udall Center staff members Robert Varady, member of the Good Neighbor Environmental Board (GNEB), and Anne Browning-Aiken collaborated with other GNEB members on *Water Resources Management on the U.S.-Mexico Border: Eighth Report to the President and Congress*, issued in

March 2005 at a meeting of the GNEB in Tucson, AZ.

The Good Neighbor Environmental Board advises the President and the Congress of the United States about environmental and infrastructure issues and needs within the states contiguous to Mexico.

The 2005 report includes a summary of progress by border institutions and a series of recommendations for the next steps toward improvements in the border environment, specifically focusing on improvements related to water management institutions, data collection and use, and strategic planning.

As background to preparing the report, Anne Browning-Aiken hosted members of the GNEB on a field trip of the Upper San Pedro River Basin, including a meeting with members of the Upper San Pedro Partnership to discuss that organization's efforts and obligations to help manage water resources in the Basin, including protecting the riparian corridor.

Facilitation Training

In January, at the request of the League of Women Voters, Anne Browning-Aiken, program manager for environmental policy and community collaboration, conducted facilitation training for facilitators in the Verde River Basin with the aim of creating a Verde Basin Partnership.

This work parallels the work of the Udall Center to assist in the formation of the Upper San Pedro Partnership in Sierra Vista, Arizona.

Anne Browning-Aiken supplied information and support to Arizona State Representative Tom O'Halleran and U.S. Senator John McCain (R-AZ) regarding stakeholder participation in addressing watershed issues.

Publications

- Browning-Aiken, A. "Border Crossings: Funds of Knowledge within an Immigrant Household." In *Funds of Knowledge: Theorizing Practices in Households, Communities, and Classrooms*, edited by N. Gonzalez, L. C. Moll, and C. Amanti, 167–81. Mahwah, NJ: Erlbaum Associates, 2005.
- Browning-Aiken, A., R. G. Varady, D. Goodrich, W. J. Shuttleworth, H. Richter, and T. Sprouse. "The Upper San Pedro River HELP basin: an informal, binational approach to watershed management." In *Hydrology and Water Law: Bridging the Gap*, edited by J. Wallace, P. Wouters, and S. Pazvakavamba. IWA Publishing, in press.
- Goodrich, D. C., E. Z. Stakhiv, A. Browning-Aiken, K. Vache, J. R. Ortiz-Zayas, J. F. Blanco, F. N. Scatena, R. G. Varady, W. B. Bowden, and W. Howland. "The HELP (Hydrology for the Environment, Life and Policy) Experience in North America." In *Proceedings of the EWRI (ASCE Environmental and Water Resources Institute) Watershed Management Conference*, Williamsburg, VA (July 2005), 12 pp.
- Richter, H., D. C. Goodrich, A. Browning-Aiken, R. G. Varady. "Riparian area conservation in a semi-arid region: The San Pedro example." Chap. 9 in *Integrating Science and Policy for Water Management*, edited by J. C. Stromberg and B. J. Tellman. Tucson, AZ: University of Arizona Press, in press.



Teachers from Sierra Vista, Arizona, participated in ECOSTART's field exercises along the San Pedro River.

Photo credit: Anne Browning-Aiken

U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION



The U.S. Institute for Environmental Conflict Resolution continued to provide mediation, facilitation, assessment, and consultation services to help resolve environmental conflicts around the country during FY 2005, its seventh year of operation.

U.S. Institute staff also helped other federal organizations design dispute resolution systems, worked on policies and principles for environmental conflict resolution (ECR) practice, and developed and delivered ECR training. The list of federal agencies that have sought the U.S. Institute's services continues to grow and includes the U.S. Environmental Protection Agency, U.S. Department of the Interior, U.S. Department of Agriculture, U.S. Department of Defense, U.S. Department of Transportation's

Federal Highway Administration, Council on Environmental Quality, Marine Mammal Commission, and the National Oceanic and Atmospheric Administration.

Highlights from FY 2005 include

- The U.S. Institute's Fourth National Environmental Conflict Resolution Conference (discussed on page 34 of this annual report) — Innovations in conference planning and organization led to an even more effective forum for more than 450 people to network and learn more about environmental conflict resolution and its effectiveness.
- The release of the National ECR Advisory Committee's (NECRAC) report — This report provides advice on actions and activities that the U.S. Institute could undertake

to expand its role in assisting federal environmental decision making through ECR, with an emphasis on highlighting ways in which the U.S. Institute could help the nation with the policy goals and objectives set forth in Section 101 of the National Environmental Policy Act (NEPA).

- Development of strategic goals for the U.S. Institute as part of the Foundation's five-year strategic planning process —

The FY 2006-2010 strategic goals for the U.S. Institute are to

- ▶ Provide case services to assist federal agencies and other stakeholders to resolve current environmental conflicts;
 - ▶ Increase the capacity of federal agencies and other stakeholders to manage and resolve future environmental conflicts; and
 - ▶ Provide leadership initiatives to assist the federal government to develop best ECR policies and practices to improve environmental decision making.
- Improvements to internal management and planning — The U.S. Institute continued to improve its operational and management systems with the addition of Lynne Gillette as director of operations.

In the coming years, U.S. Institute staff expect to be providing more training and capacity building in addition to broadening the U.S. Institute's base of federal agencies and



NECRAC Affected Communities Subcommittee Co-Chairs Stan Flitner and Larry Charles.

Photo credit: Kirk Emerson

U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION

parties with whom it works. It is also anticipated that the U.S. Institute will expand its leadership responsibilities, particularly with respect to implementing Section 101 of NEPA through collaborative processes and environmental conflict resolution, and in its work with the Council on Environmental Quality.

Case Services

In FY 2005, the U.S. Institute provided case services that ranged from early diagnostic and convening to case assessment, support and management, and included facilitating rulemaking processes, dispute mediation, and management of complex public engagement processes. The U.S. Institute staff and its associates worked on behalf of all interested parties and affected communities to address a broad range of environmental quality and natural resource issues including wildlife and wilderness management, recreational use of public lands, grazing and timber management, critical habitat and recovery of endangered species, water resources and watershed management, wetlands, brownfields, air pollution, transportation, and urban infrastructure.

Several of the U.S. Institute's cases were of national significance, including resolving issues over military training and endangered species protection at the Barry M. Goldwater Range, restoration of "natural quiet" at the Grand Canyon National Park, species recovery in the

Missouri River Basin, and a national assessment of off-highway vehicle use for the USDA Forest Service.

The following four cases serve to illustrate the types of work in which the U.S. Institute has been involved.

- **Barry M. Goldwater Range: Military Training & Protection of Endangered Species**

The Secretary of Defense was directed to establish a task force to explore ways to resolve conflicts between military training and protection of endangered species at the Barry M. Goldwater Range in Arizona by the 2004 National Defense Authorization Act. The task force comprised representatives from the military, state and federal



Jerry Carter
Senior IT Manager



Dale Keyes
Senior Program Manager, Energy, Transportation, and Environmental Quality



Patricia Orr
Evaluation Program Manager

Joan Calcagno
Senior Program Manager, ECR Practitioner Community



Michael Eng
Senior Program Manager, Protected Areas and Resources



Larry Fisher
Senior Program Manager, Public Lands and Natural Resources Management



Sarah Palmer
Senior Program Manager, Native American and Alaska Native Environmental Program



Cherie Shanteau
Senior Mediator/Senior Program Manager, Litigation and Administrative Proceedings



Three photos above are by
Tom Spitz

Five photos above are by
Right Eye Photography by
George Howard

wildlife agencies, and wildlife and environmental interest groups. The U.S. Institute, in partnership with the Meridian Institute and the Osprey Group, provided assessment, convening, facilitation, and evaluation assistance for the task force. The task force's consensus-based recommendations were submitted in its report to Congress. They included an evaluation of the task force process and advice on improving future congressionally chartered task forces for these purposes. The report is available at www.ecr.gov/pdf/bgrange.pdf.

- **Tri State Shooting Range: Facilitated Negotiation**

The U.S. Institute facilitated negotiations among the Kingman Arizona Field Office of the Bureau of Land Management (BLM) and other stakeholders concerning the proposed siting of a shooting range in the Mohave Valley. Work began with an assessment to clarify the concerns of the stakeholders, in particular those of the Ft. Mojave and Hualapai tribes regarding the proposed site for the shooting range. After the assessment, the stakeholders proceeded to explore alternative sites. A promising site was identified, although it requires further investigation. After a final meeting in September 2005, the BLM is proceeding with a National Environmental Policy Act review process and is also working with the

tribes in a parallel National Historic Preservation Act process as part of this site investigation.

Although we still have a long way to go in developing a good and trusting working relationship with each other, the U.S. Institute helped a great deal by creating a piece of neutral ground where all sides could come together to hear each other out. This was my first experience with an alternative dispute resolution process, and I am very impressed with the way you handled it.

Tri State stakeholder

- **BLM Scattered Apples Timber Sale Mediation**

In October 2004, the BLM and other affected parties requested the assistance of the U.S. Institute in mediating a lawsuit regarding the Scattered Apples Timber Sale in southern Oregon. The U.S. Institute, working with contracted mediators from its Roster, conducted an initial assessment to determine if a negotiated agreement would be possible. The assessment, completed in April 2005, concluded that the parties were indeed interested in moving forward with a focused, agreement-seeking mediation effort. Legal representatives for the parties agreed upon a preliminary design, along with conditions and basic ground rules. The mediation was successfully concluded in November 2005, and based upon the agreement of all affected parties, the

lawsuit was dismissed. The settlement provided for about 25 percent of the timber sale to be cancelled to preserve mature trees that are habitat for old-growth species, while allowing the rest of the sale to continue. In addition, the agreement includes stipulations for ongoing monitoring and oversight by community groups, as well as the formation of a multistakeholder liaison group to continue working with the BLM on forest management issues.

- **Assessment for Sun River Watershed in Montana**

When the Sun River Watershed Group first contacted the U.S. Institute in July 2002, the Watershed Group had already been meeting for over ten years to specifically discuss how to reduce water conflicts among the river's major water users. Two irrigation districts and a large ranching operation were in conflict over water rights issues, while fishery interests were concerned about the declining health of the Sun River. The Watershed Group approached the U.S. Institute to engage a facilitator who would work with all parties to resolve these issues. The overall goal of the project was to explore water conservation practices or other irrigation efficiencies that would restore some flows in the Sun River while meeting other demands for water. The U.S. Institute provided assistance through its ECR Participation

U.S. INSTITUTE FOR ENVIRONMENTAL CONFLICT RESOLUTION

Program, supporting a contracted neutral to conduct a comprehensive assessment of water management issues in the Sun River Watershed. The recommendations that emerged from the assessment addressed concerns related to the dewatering of the Sun River and the need for meeting pollution Total Maximum Daily Load requirements. Parties have agreed to most of the recommendations and continue dialogue and analysis in resolving the few remaining issues.

Without the process funded by the U.S. Institute, we would never have achieved the progress in our discourse on flows in the Sun River. The work that the Sun River Watershed Group did in connection with the U.S. Institute's support moved the different parties' positions from irreconcilable and outright hostility to productive discussions about ways to collaboratively solve the problem.

Sun River Watershed Group participant

for identifying practitioners to assist in resolving environmental disputes that involve Native people.

A referral from the Native Dispute Resolution Network helped resolve one very contentious matter. One is all it takes in Indian Country to get the word around.

Federal Agency representative

Capacity Building

The U.S. Institute was involved in several capacity-building initiatives during FY 2005. Among them were the start-up of a pilot mediation referral program at the U.S. Department of the Interior's Board of Land Appeals, creation of a Skills Exchange workshop for members of the Native Dispute Resolution Network, and design of a framework for multiparty negotiation and conflict management training for the U.S. Air Force.

During FY 2005, the U.S. Institute provided training sessions and workshops for over 600 participants, including public agency staff, tribal representatives, nongovernmental organizations and environmental advocates, community-based groups, science and technical experts, attorneys, public land managers, and environmental conflict resolution professionals.

Following are two examples of the U.S. Institute's capacity building work.

- **Native Network Skills Exchange Workshop**

In August 2005, the U.S. Institute convened the first in an anticipated series of skills exchange workshops developed by and for current and potential members and users of the Native Dispute Resolution Network. The workshop was hosted by the San Carlos Apache Nation, located at San Carlos, Arizona, and provided

- **Referral Services**

The U.S. Institute manages the National Roster of ECR Practitioners, which was made directly available online to the public in FY 2005. The public can locate experienced ECR practitioners on the Web, as well as through the U.S. Institute's referral service at www.ecr.gov/roster.htm. The National Roster has been supplemented by a Native Dispute Resolution Network, a new resource



Native Network Skills Exchange Workshop participant Carolyn Smiley-Marquez.

Photo credit: Sarah Palmer

over 30 participants a foundation in the fundamental skills necessary for effective engagement in collaborative dispute resolution processes. It also provided an opportunity for the practitioners to exchange skills and expertise in their current practices for working interculturally with Native communities and federal agencies. The participants included tribal leaders, tribal judges, court administrators, Native and non-Native people working as dispute resolution practitioners, and representatives from federal agencies that work with Native communities. The workshop proved to be a powerful experience for many participants, who expanded their skills and approaches to working with each other and built lasting relationships.

The time we spent together as guests of the San Carlos Apache was unimaginable. I have never felt so moved by the power and energy created at such an event . . . it set the foundation for future, durable relationships with other colleagues in this field.

Workshop participant

- **Texas FHWA Facilitated Workshop: Ecosystem Banking**

The Texas District Office of the Federal Highway Administration (FHWA) and the Texas Department of Transportation asked the U.S. Institute to help develop an intergovernmental workshop on ecosystem banking. This was part of a state workshop program run by the U.S. Institute in cooperation with FHWA targeting transportation and environmental subjects. The focus of this workshop was on an innovative concept: the preservation of large natural areas—whole ecosystems—that could, for

example, serve as mitigation banks to offset wetland impacts of transportation projects and as carbon sinks in the form of forests to offset emissions of carbon dioxide. The U.S. Institute helped to establish a multiagency planning team, contract with facilitators, develop agendas, and manage logistics. The workshop included a wide variety of federal and state transportation and environmental agencies. Participants left with an understanding of how an ecosystem bank could satisfy current regulatory mitigation requirements, as well as to achieve a variety of natural and cultural resource conservation goals.

The U.S. Institute brought a bunch of disparate groups together, identified main interests and issues, and helped us think about what needs to happen next.

Workshop participant

Leadership Initiatives

- **OMB and CEQ Memorandum on ECR**

At the request of James L. Connaughton, chairman of the Council on Environmental Quality (CEQ) and a trustee of the Udall Foundation, the U.S. Institute planned and facilitated interagency leadership meetings during FY 2005 to develop a set of ECR principles for engaging federal agencies in environmental conflict resolution and collaborative problem solving.



NECRAC members Cynthia Burbank, Christine Carlson, and Alex Beehler.

Photo credit: Wendy Oden

The U.S. Institute worked collaboratively with senior staff from the U.S. Departments of Agriculture, Army, Commerce, Defense, Energy, Homeland Security, Interior, Justice, Navy, Transportation, the Office of Management and Budget (OMB), the U.S. Environmental Protection Agency, the Federal Energy Regulatory Commission, and the Council on Environmental Quality to develop this draft guidance. In November 2005, the “Memorandum on Environmental Conflict Resolution” was signed by Joshua Bolten, director of OMB, and Chairman Connaughton.

This joint policy statement sets forth the “Basic Principles for Agency Engagement in ECR and Collaborative Problem Solving” and further directs agencies to increase the effective use of ECR and to build institutional capacity for collaborative problem solving. The policy statement also provides a useful compilation of mechanisms and strategies that can be used for achieving these goals and encourages agencies to draw on the services of the U.S. Institute to assist them in reviewing their strategies and developing performance and accountability measures. The policy memorandum directs the U.S. Institute to convene quarterly interagency fora for senior departmental staff to provide advice and guidance to facilitate an interagency exchange on ECR.

- **White House Conference on Cooperative Conservation**

A national conference on fostering partnerships and collaborative problem solving was held in St. Louis in August 2005, led by the Council on Environmental Quality. Kirk Emerson and Larry Fisher from the U.S. Institute were among the 36 invited facilitators who worked in small group sessions throughout the second day of the conference.

- **Final Report of the National ECR Advisory Committee**

The National Environmental Conflict Resolution Advisory Committee (NECRAC) was chartered by the U.S. Institute in the fall of 2002 and submitted its final report to the U.S. Institute in April 2005. The Committee was charged with advising the U.S. Institute on future program directions, including the U.S. Institute’s role in assisting the federal government in implementing Section 101 of the National Environmental Policy Act (NEPA).

The NECRAC report found significant commonalities between the practice of ECR and the principles of Section 101 of NEPA, which declares that it is the policy of the federal government to create and maintain conditions under which man and nature can exist in productive harmony, to promote the

general welfare, and to improve and coordinate federal activities to achieve a wide range of social, cultural, economic, and environmental values.

The Committee, composed of a broad array of national leaders from the public and private sectors, considered how collaboration and environmental conflict resolution could be used in support of NEPA implementation in order to improve environmental decision making. Special attention was also paid to engaging affected communities more effectively in these processes.

The Committee made recommendations to the U.S. Institute that it believed would help the federal government improve the quality of agency decision making consistent with the policies of NEPA. The Committee’s recommendations had three objectives:

- Advancing federal agency use of collaboration and environmental conflict resolution;
- Advancing the ability of affected communities to participate effectively in environmental decision making; and
- Advancing the U.S. Institute’s leadership role in assisting federal agencies and communities in resolving environmental conflicts.

The Committee's key recommendations are that the U.S. Institute should

- ▶ Work with the Council on Environmental Quality to develop approaches to implementing Section 101 of NEPA through environmental conflict resolution;
- ▶ Develop a "toolkit" of management approaches for federal executives to transform agency culture in support of environmental conflict resolution and collaboration;
- ▶ Develop cross-agency training on environmental conflict resolution and collaboration;
- ▶ Identify ways to expand its leadership in developing applications of collaborative monitoring in the context of alternative dispute resolution and adaptive management;
- ▶ Collaborate with the Council on Environmental Quality to guide federal agencies and affected communities in the application of NEPA using the Affected Communities Subcommittee's recommended framework for environmental conflict resolution and collaboration;

- ▶ Continue to foster networks and partnerships that promote the best environmental conflict resolution practices and promote use of technology to facilitate sharing of lessons learned, science, literature, and data; and
- ▶ Obtain funding for and implement the U.S. Institute's participation grant program.

The Committee also recommended that other agencies of government, at all levels, take advantage of the resources represented by effective ECR techniques and the principles and policy of NEPA to improve the quality of agency decisions and earn broader support from affected interests.

The U.S. Institute is considering an implementation strategy for those recommendations that are within its reach and is evaluating available resources to implement additional recommendations in the future. The NECRAC report and a full list of committee members are available at www.ecr.gov/necrac.

• **Multi-Agency Evaluation Study: Phase Two**

The second round of the Multi-Agency Evaluation Study (MAES II) got underway in FY 2005 with several federal and state agencies working with the U.S. Institute to

assemble a dataset of at least 75 environmental conflict resolution cases. The cases will be used to evaluate the performance of ECR and collaborative problem solving processes.

This cooperative study will document ECR outcomes based on mediators' and parties' survey responses after cases are concluded and in subsequent follow-up questionnaires. The study is partially funded by the William and Flora Hewlett Foundation. To learn more about MAES II, including how agencies and practitioners can participate, visit www.ecr.gov/multiagency/program_eval.htm.

Partners

The U.S. Institute works with many professional facilitators, mediators, trainers, and researchers each year and would like to acknowledge those with whom it worked on contract, subcontract, or honorarium in FY 2005 to provide consultation, ECR case services, and training. Without their expert assistance, the U.S. Institute could not have carried out its mission effectively. Many more have contributed their time and talent in workshops, on committees, and conference panels.



The U.S. Institute for Environmental Conflict Resolution of the Morris K. Udall Foundation hosted its Fourth National Environmental Conflict Resolution (ECR) Conference in May 2005. ECR2005 provided a forum for mutual learning for over 450 attendees, who included representatives of federal, state, and local governments, nongovernmental organizations, tribal nations, and community-based groups; environmental advocates; resource managers and users; and professionals in the field of conflict resolution and consensus building from around the country and abroad. Sponsors included the U.S. Department of the Interior, U.S. Environmental Protection Agency, U.S. Department of Transportation's Federal Highway Administration, and the U.S. Department of Agriculture's Forest Service.

The conference theme, Pathways to Successful ECR, was designed to foster a better understanding of ECR principles and practices to enhance the effectiveness of ECR processes.

This three-day conference featured national leaders and innovators in the ECR field who conducted more than 60 individual seminars, training workshops, panel sessions, and interactive roundtable discussions. Conference sessions were organized around three program tracks: understanding environmental conflict resolution principles and practices; engaging multiple governments, parties, and affected communities; and encouraging innovation and new applications.

Highlights of the conference included panel discussions among ECR veterans on the value, essential ingredients, and limitations of ECR; a view of how successful ECR practices may differ in other countries, cultures, political landscapes, and legal contexts; a discussion by Native community leaders on the environmental challenges facing indigenous people in the coming decades and how ECR practices can be applied; results of a two-year effort conducted by the National ECR

Advisory Committee to explore how ECR can assist in implementing national environmental policy; and an introduction to federal ECR initiatives.

The conference program committee included the sponsoring agencies listed above, the Council on Environmental Quality, U.S. Navy, U.S. Air Force, U.S. Department of Justice, and the Federal Energy Regulatory Commission.



Reactions from Conference participants:

"The Conference increased my understanding of collaborative problem solving. It's a great way to get a pulse on what's happening nationally."

"Excellent presentations; led to thought, especially about ethics and justice in NEPA and ECR."

"A lot of useful information and practical tools to pass on to colleagues."

"Very stimulating. Recharged me. New ideas. Old friends. Good contacts."



Conference participants attending a break out session, plenary session, and social event during the ECR2005 Conference.

Photo credits: Wendy Oden

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Eric Eberhard
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Richard P. Narcia
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Kirk Emerson
Director, U.S. Institute for
Environmental Conflict
Resolution (USIECR)



Lynne Gillette
Director of Operations,
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Photo by Tom Spitz



Philip Lemanski
Chief Financial Officer
and Director of Education
Programs



Jane Curlin
Senior Program
Manager



Melissa Millage
Program
Manager



Monica Nuvamsa
Program Manager

Three photos above are by Tom Spitz

Front row (l to r):
Peggy Mullaney, Education Programs Assistant
Katherine McPherson, Coordinator,
Financial Services
Christina Urbina Gargus, Special Projects Coordinator,
USIECR
Kimberly Caringer, Administrative Assistant,
USIECR
Sonia Colmenero, Administrative Assistant,
USIECR
Marthena Maley, Special Assistant to the Director,
USIECR

Back row (l to r):
Patricia Lewis, Program Assistant, USIECR
Claudia Anderson, Legal Assistant
Kathleen Docherty, Roster Program Assistant, USIECR
Jorge Caballero, IT Assistant
Olivia Montes, Administrative Assistant, USIECR
Theresa Fernandez, Receptionist & Financial Assistant
Elizabeth Monroe, Executive Assistant

Not pictured:
Gail Brooks, Program Associate, USIECR

Photo credit: Tom Spitz



Trust Fund Education Programs Financial Report

Since the Trust Fund was first funded in October 1994, a total of \$33.6 million has been appropriated through FY 2005, of which \$2.75 million has been transferred to the Native Nations Institute. \$1.996 million was appropriated in FY 2005 (October 1, 2004, through September 30, 2005).

The current corpus balance of \$32.5 million is due in part to reinvestment of a portion of earnings in prior years. The Morris K. Udall Scholarship and Excellence in National Environmental and Native American Public Policy Act (P.L. 102-259) provides, among other things, that Trust funds be invested in public debt securities with maturities suitable for the needs of the Udall Foundation. Accordingly, the Udall Foundation realized a revenue stream in the amount of \$1.38 million in FY 2005.

The following expenditures were made in FY 2005:

Scholarship Program	\$ 549,811
Foundation Administration	210,180
Udall Center for Studies in Public Policy ⁽¹⁾	310,784
Program Support	255,757
Fellowships	48,000
Parks in Focus	27,475
TOTAL EXPENSES	\$1,402,007

The Udall Foundation board is pleased to project a corpus in the amount of \$34 million that is expected to generate an estimated revenue stream of \$1.48 million for fiscal year 2006.⁽²⁾

⁽¹⁾ P.L. 102-259 authorizes financial support to the Udall Center for Studies in Public Policy, University of Arizona. (Includes annual conference.)

⁽²⁾ The Udall Foundation is grateful to D. Michael Rappoport, chair, Management Committee, for his oversight of the annual budget.



U.S. Institute for Enviro Resolution Financial Re

The U.S. Institute for Environmental Conflict Resolution began operation in October 1998. To date, approximately \$12 million has been appropriated. The U.S. Institute received appropriations of \$1.309 million in FY 2005 (October 1, 2004, through September 30, 2005). The Environmental Policy and Conflict Resolution Act of 1998 (P.L. 105-156) provides that the U.S. Institute may collect and retain fees and that any funds that are not required to meet current withdrawals be invested in interest-bearing obligations of the United States. Accordingly, the U.S.

The Morris K. Udall Foundation is grateful to SRP for contributing the services of designing and publishing this annual report.

Editing: Elizabeth E. Monroe, Morris K. Udall Foundation

Environmental Conflict Report

Institute realized earned revenue of \$3.6 million and interest of \$15,361 in FY 2005. The following expenditures were made in FY 2005:

Revenues

Earned Revenue	\$3,599,367
Operating Appropriation ⁽¹⁾	1,298,528
Capitalization Fund	327,703
Interest Income	15,361

TOTAL REVENUES \$5,240,959

Expenses

Personnel

Salaries	\$1,433,837
Fringe Benefits	390,004

Total Personnel 1,823,841

Other Operating

Computers & Equipment	54,672
Conferences & Meetings	87,943
External Service	
Providers	2,367,181
Furniture	9,303
Postage, Printing,	
Publications	52,531
Rent & Facilities	257,896
Development & Training	19,622
Supplies	31,323
Telephones	32,520
Travel	491,283
Miscellaneous	12,844

Total Other Operating 3,417,118

TOTAL EXPENSES \$5,240,959

⁽¹⁾ Appropriation of \$1.309 million less rescission of \$10,472.



Combining Balance Sheet

September 30, 2005

	Trust	Institute	Total
ASSETS			
Intra-governmental:			
Fund balance with Treasury	\$ 4,337,949	\$1,852,870	\$ 6,190,819
Investments	28,261,429	–	28,261,429
Interest receivable	266,642	–	266,642
Accounts receivable	–	117,778	117,778
Total intra-governmental	32,866,020	1,970,648	34,836,668
Grants receivable	165,000	–	165,000
Accounts receivable	119	69,724	69,843
Other	–	400	400
General property and equipment, net	2,244	48,572	50,816
TOTAL ASSETS	\$33,033,383	\$2,089,344	\$35,122,727
LIABILITIES			
Intra-government:			
Accounts payable	\$ 1,648	\$ –	\$ 1,648
Accounts payable	102,995	439,513	542,508
Accrued payroll and benefits	16,184	71,749	87,933
Accrued annual leave	18,126	97,981	116,107
Other	70,020	1,831	71,851
Total liabilities	208,973	611,074	820,047
NET POSITION			
Unexpended appropriations	31,788,139	2,022,606	33,810,745
Cumulative results of operations	1,036,271	(544,336)	491,935
Total net position	32,824,410	1,478,270	34,302,680
TOTAL LIABILITIES AND NET POSITION	\$33,033,383	\$2,089,344	\$35,122,727

These financial statements should be read only in connection with the accompanying summary of significant accounting policies and notes to financial statements. Please see www.udall.gov for the Udall Foundation's FY 2005 audit.



A BRIEF PERSONAL HISTORY

Morris K. Udall was born in St. Johns, Arizona, on June 15, 1922, to a Mormon family with six children. At age seven, he lost his right eye in an accident, but this loss didn't stop him from becoming cocaptain of his high school basketball team, quarterback for the football team, trumpet player in the school band, student body president, and valedictorian. After graduation, he entered the University of Arizona. His college career was



Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 14



Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 14

interrupted from 1942 to 1945 when he served in the U.S. Army Air Corps in the Pacific, entering as a private and honorably discharged as captain.

In 1946, Morris Udall returned to the University of Arizona and earned a law degree. He obtained a pilot's license, played professional basketball for the National Basketball League's (NBL) Denver Nuggets and, after scoring highest on the state bar exam, was admitted to the Arizona Bar and began practicing law with his brother Stewart.

He was elected to the U.S. House of Representatives in 1961 in a special election to replace his brother Stewart, who left the position to become President John F. Kennedy's secretary of the Interior.



Morris K. Udall playing for the NBL's Denver Nuggets in 1949.

Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 15



Photo credit: Chase Ltd., Washington; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 18

Petitioned by many of his colleagues in the House of Representatives, Morris Udall campaigned for the 1976 Democratic presidential nomination. He finished second to Jimmy Carter, who was elected president. In 1977, Morris Udall was named chairman of the House Committee on Interior and Insular Affairs (now the Committee on Resources), serving until 1991.

Morris Udall was diagnosed with Parkinson's disease, a neurological disorder impairing movement and speech, in 1979. In May 1991, he resigned from Congress for health reasons, and he died on December 12, 1998. He left six children, one stepson, and his wife, Norma Gilbert Udall.

Morris Udall was one of the most creative and productive members of Congress in the latter part of the twentieth century. Chief among his

accomplishments was the Alaska Lands Act of 1980, which doubled the size of the national park system and tripled the size of the national wilderness system.

Other significant legislation includes The Central Arizona Project, Postal Reform Act, Bill to Reform Congressional Franking Privileges, Strip Mining Reclamation Act, Indian Child Welfare Act, Civil Service Reforms, Archaeological Research Protection Act, Southern Arizona Water Rights Settlement Act, Nuclear Waste Management Policy Act, Arizona Wilderness Act, Amendment to the Price-Anderson provision of the Atomic Energy Act, Indian Gaming Act, Arizona Desert Wilderness Act, and Tongass Timber Reform Act.

Serving in the House of Representatives for three decades, Morris Udall's concern for Native

Americans and love of the environment resulted in numerous pieces of legislation moving through Congress. He also authored important legislation on campaign reform and congressional ethics and was the first major Democrat to oppose President Johnson on the Vietnam War.

Morris Udall's sense of humor, civility, and strong bipartisan spirit led him to distinguish between political opponents and enemies. One of Morris Udall's close longtime friends was the rock of Republican conservatism, Arizona Senator Barry Goldwater.

The Morris K. Udall Foundation and its U.S. Institute for Environmental Conflict Resolution strive to continue Morris Udall's legacy of civility, integrity, and consensus in American public policy.



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Sons Randy and Mark with Morris Udall. Mark Udall is now a congressman from the state of Colorado.

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Photo credit: Anonymous; The University of Arizona Library, Special Collections, Morris K. Udall Papers, MS 325, Box 735, Folder 6



Morris K. Udall Foundation

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